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ABSTRACT

To help organizational communication scholars locate appropriate financial support, this paper classifies organizational communication into nine major categories, and notes 13 national agencies and organizations that provide research money for projects in one or more of those classifications. The paper also discusses some general principles to follow when preparing grant proposals, and offers a 22-item checklist for evaluating proposal documents to insure their completeness and clarity. (RL)

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SOURCES OF FUNDING FOR ORGANIZATIONAL COMMUNICATION RESEARCH

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SOURCES OF FUNDING FOR ORGANIZATIONAL COMMUNICATION RESEARCH

Over the past decade, there has been an increasingly intensified research effort by scholars in organizational communication. This fact is evidenced by the greater number of articles on organizational communication in scholarly journals and by the higher level of participation in organizational communication convention panel programs sponsored by the Academy of Management, the American Business Communication Association, and the International Communication Association. Certainly, one of the most significant outgrowths of this intensification has been the ICA Communication Audit.

The need for grant money to sustain the current research efforts of organizational communication scholars is more critical now than ever, since university support for research is on a decline, due to the influx of steady state and reduced support from various levels of government. Campus operating budgets which have normally assisted scholars in their research efforts can no longer be relied upon as a viable source of these funds. The motivations for seeking grant monies, therefore, become increasingly obvious. This suggests also that the competition for extramural support will be stiffer for scholars throughout the country. Grant monies are not only important to organizational communication researchers in their efforts to support a particular project, but also to: (1) provide overhead monies to the campus to allow for institutional mini-grant programs and seed funds; and (2) provide operating capital to departments for travel, student assistance, equipment, all currently available on a limited basis through normal campus budgets.

This paper will delineate the funding programs presently available for organizational communication research, specifically as they relate to various investigative areas in the field. The aim of the paper is to describe sources of support for basic and applied research in the field, not for curriculum development or individual fellowships. The

list is not intended to be totally exhaustive and will focus primarily upon federal sources of support. Finally, the paper will offer a number of suggested strategies for organizational communication scholars in seeking grant monies.

Going after grant monies is essentially a persuasion process. The scholar must convince the funding source that he and the institution he represents are the best qualified to perform the research in the most cost-effective manner. Since organizational communication is not a widely known field of research, scholars need to formulate persuasive strategies to demonstrate its potential impact and significance. One possible approach for organizational communication researchers in seeking these monies is to look for funding programs according to closely related, easily recognizable areas of academic study, rather than through the guise of the field itself. Examples of such areas might be social psychology, management, or mental health. The appropriateness of these "markers" becomes more obvious when one thinks of the studies performed in the field on job stress, organizational climate, management techniques, organizational conflict, organizational effectiveness. An investigator should not assume that since a research topic is not listed (for example, supervisor-subordinate communication) in an agency brochure within its scope of funding description that no support is conceivable. A broader perspective, rather, perhaps not immediately obvious, needs to be adopted by organizational communication scholars in seeking these funds; social psychology or mental health agencies might be appropriate for seeking funds for research focusing upon supervisor-subordinate communication. It is also conceivable that a particular project might be more fundable if it were to be defined in terms of certain potential agencies; rather than researching supervisor-subordinate communication in general, it might be more viable to limit the scope of the project to a medical or

military context and seek funds from health or defense agencies.

Before delineating the major sources of organizational communication research, it is important to mention several other funding possibilities, perhaps not as potentially well endowed with monies, but definitely worth investigation. First, one should check with the campus grants office to find out if there are university or systemwide grants competitions, or if there are seed monies available from the university foundation. Second, one should check into local sources of funding, specifically community foundations and corporations. In both cases, if the project has potential local impact, these sources might be interested in offering support. Third, one should check into the possibility of contracting with city and county governments (for example, to perform audits, to conduct training sessions), leading, in some cases, to a means for the extrapolation of research findings, generalizable for scholarly dissemination.

Using the organizational communication taxonomy developed by Greenbaum and Falcione,¹ an attempt will now be made to describe the funding sources available to scholars in the field according to the area under investigation.

According to Greenbaum and Falcione, the literature of organizational communication may be segmented into nine major classes: (1) *Interpersonal Communication in Organizations* -- Studies in this category might include ones dealing with credibility, trust, status, nonverbalization, cognitive similarity, roles, feedback, conflict, perception, managerial style, supervisor-subordinate relationships, all relating to the interpersonal situation in the organization; (2) *Intragroup Communication in Organizations* -- Investigations in this category might include ones focusing upon individual behavior in groups, conflict, group productivity, participation, all relating to interacting parties in the same group within or interfacing

¹Greenbaum, Howard H. and Falcione, Raymond L. *Organizational Communication Abstracts*. Urbana, Illinois: American Business Communication Association, Austin, Texas: International Communication Association, 1975, 1976, 1977.

with an organization; (3) *Intergroup Communication in Organizations* -- Studies in this category might include ones dealing with interorganizational conflict, negotiation, coordination, collaboration, effects of hierarchical organization, influence of interest groups, external communication, all relating to interacting parties of different groups within or interfacing with an organization; (4) *Communication Factors and Organization Goals* -- Investigations in this category might include ones focusing upon communication satisfaction, attitudes, and planning, organizational performance, motivation morale, adaptability, organizational climate, job satisfaction, decision-making, leadership, problem-solving, innovation, productivity, all relating the influence of communication factors on organizational variables; (5) *Skill Improvement and Training in Organizational Communication* -- Projects in this category might involve the development of communication training programs in various areas, as well as the compilation of instructional materials; (6) *Communication Media in Organizations: Software and Hardware* -- Projects in this category might involve elements of the media as they relate to various organizational communication variables and their effectiveness (including investigations of document retrieval systems, information systems, computer capabilities, as well as studies of oral, written, audiovisual, and telephonic media forms); (7) *Communication System Analysis in Organizations* -- Investigations in this category would include case studies of organizations or subunits thereof (for example, studies of message diffusion, organizational communication networks, organizational climate); (8) *Research Methodology in Organizational Communication* -- Projects in this category would focus upon the instruments, scales, tests, and techniques utilized in organizational communication research; and (9) *Texts, Anthologies, Reviews, and General Bibliographies Relative to Organizational Communication* -- Projects in this category would involve the development of texts, anthologies, reviews, or general bibliographies

covering the entire field or some aspect of it, perhaps fitting into one or more of the other eight categories.

ARMY: RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

Appropriate for at least Categories 1, 2, 3, 4, 5, 7

The Army Research Institute for the Behavioral and Social Sciences, established in 1972, is an agency of the Deputy Chief of Staff for Personnel. Its mission is to perform individual and group behavior research and development activities, in order to provide scientific and technical support to meet the human resource needs of the Army. ARI research is narrower than that performed by other Department of Defense agencies, with emphasis on such areas as: industrial psychology, organizational psychology, personnel psychology, and, until it was recently terminated, military sociology. Although the Institute is an applied organization, it does support basic research in three areas: education and training, personnel and manpower, and systems operations, all leading to applied investigations.

The specific research objectives of ARI include recruiting, selection, classification, training, motivation, leadership, work efficiency, loyalty, low absenteeism, retention, individual growth, career guidance, fair pay and promotion, equal opportunity, pleasant interpersonal interactions, and effective internal communication. Additional objectives which are peculiar to the military include evaluation of combat readiness without combat; provision of a desirable environment for personnel in isolated, remote, hostile, foreign, or anti-military locations, and large-scale operations; and maintenance of new and highly sophisticated equipment.

About one-half of ARI research is performed by outside organizations on the basis of requests for proposals. A small portion of the budget is allocated for basic research at academic and non-profit organizations, in cases where the Institute does not have the basic information required to determine how to complete an in-house project. ARI annually publishes a document entitled *Research Themes and Technological Base Programs of the ARIBSS* which outlines their informational needs, suggests basic research areas, and attempts to tie the identified areas to the work in progress in the next most applied step. These "themes" may be employed as subject areas for research project proposals. Projects may be supported for up to two or three years. Investigators are encouraged to submit a prospectus initially to ascertain the relevance of the project prior to submitting a formal proposal. Awards are, generally speaking, fairly small. Formal proposals are normally evaluated within three to four months.

Contact: Department of the Army
U.S. Army Research Institute for
the Behavioral and Social Sciences
PERI-RC, Room 278
1300 Wilson Boulevard
Arlington, Virginia 22209
(703) 274-8636

DEPARTMENT OF LABOR, EMPLOYMENT AND TRAINING ADMINISTRATION:
SMALL GRANT RESEARCH PROJECT PROGRAM

Appropriate for at least Categories 1, 2, 3, 4, 5

Grants for support of small innovative or exploratory research projects are available from the Department of Labor in areas of study that relate to the field of employment and training. These funds are provided to public and private non-profit academic institutions and research organizations, principally for postdoctoral investigations. Projects are usually supported for no longer than one year.

*Contact: Small Grant Research Project Program
 Department of Labor
 Employment and Training Administration
 Office of Research and Development
 Washington, D.C. 20213
 (202) 376-7243*

FOUNDATION FOR PUBLIC RELATIONS RESEARCH AND EDUCATION

Appropriate for at least Category 3

The Foundation for Public Relations Research and Education seeks to foster, sponsor, and conduct basic research and study in the general field of public relations. Priority is given to projects which offer the greatest potential toward the advancement of public relations knowledge and theory. Proposals may be submitted at any time. Awards are generally small and are given for periods of one year.

*Contact: Foundation for Public Relations and Education
 845 Third Avenue
 New York, New York 10022
 (212) 826-1774*

NATIONAL INSTITUTE OF MENTAL HEALTH:
DIVISION OF EXTRAMURAL RESEARCH PROGRAMS--
APPLIED RESEARCH BRANCH

Appropriate for at least Category 4

The Applied Branch supports studies designed to advance knowledge in the areas of child and adolescent mental health, as well as in the broad area of social problems. Projects which are supported are problem-oriented and aimed at the generation of new theory, hypotheses, and data, as well as innovative experimentation focusing upon the detection, prevention, and solution of such problems. Among the specific areas provided support are the changing roles of men and women, mobility, and occupational stress. Investigators may submit preliminary proposals to program officers for review. There are three deadlines per year for formal applications. Researchers should not anticipate funding until one year after submission.

*Contact: Applied Research Branch
 Division of Extramural Programs
 National Institute of Mental Health
 Alcohol, Drug Abuse, and Mental Health Administration
 5600 Fishers Lane
 Rockville, Maryland 20857
 (301) 443-3566*

NATIONAL INSTITUTE OF MENTAL HEALTH:
DIVISION OF EXTRAMURAL RESEARCH PROGRAMS--
BEHAVIORAL SCIENCES RESEARCH BRANCH

Appropriate for Categories 1, 2, 3, 4, 7, 8

The Behavioral Sciences Research Branch supports studies on the basic processes underlying behavior, from the perspectives of several broad areas: personality and cognition, experimental psychology, neuropsychology, and social sciences.

Personality and Cognition: Projects are supported on human personality structure and development, cognition, intelligence and higher mental processes, including motivation, attitudes, values, problem-solving, relationship of personality to perception and learning, emotional processes, thinking, and creativity.

Social Sciences: Projects are supported on mental health and anthropological, sociological, and social psychological perspectives, focusing upon such areas as social interaction and group processes, including those of complex organizations; family processes, including structure, interactions, and role relationships; changing social roles; socialization processes; culture and personality; cross-cultural factors; ethnolinguistics and sociolinguistics; experimental social psychology, including game theory and decision theory; social perception and attitudes, including information structure and functions; social norms and roles as they relate to behavioral processes; and social science methodologies, including those employed in observational and descriptive studies, field and survey research, laboratory experimentation, modeling, and simulation.

Investigators may submit preliminary proposals to program officers for review. There are three deadlines per year for formal applications. Researchers should not anticipate funding until one year after submission.

*Contact: Behavioral Sciences Research Branch
 Division of Extramural Programs
 National Institute of Mental Health
 Alcohol, Drug Abuse, and Mental Health Administration
 5600 Fishers Lane
 Rockville, Maryland 20857
 (301) 443-3942*

NATIONAL INSTITUTE OF MENTAL HEALTH:
DIVISION OF EXTRAMURAL RESEARCH PROGRAMS--
SMALL GRANTS PROGRAM

Appropriate for at least Categories 1, 2, 3, 4

The Small Grants Program provides support in a relatively flexible and rapid manner for projects dealing with mental health as it relates to the behavioral, biological, and medical sciences. These grants are generally intended for less experienced researchers or others who do not have regular research grant support from their institutions for preliminary investigations. These grant monies may be utilized to develop and test a new method or technique, to analyze previously

collected data, to exploit an unexpected research opportunity, or to perform exploratory or pilot research studies. Mental health small grants are normally limited to \$5,000 for direct costs (plus indirect costs) and are supported for no more than a year. While support is not given for subsequent years through this program, renewed support can be obtained through the regular research grant programs of the Public Health Service. Proposals may be submitted at any time, although investigators should anticipate a five- to six-month period for their review.

*Contact: Small Grants Program
Division of Extramural Research Programs
National Institute of Mental Health
Alcohol, Drug Abuse, Mental Health Administration
5600 Fishers Lane
Rockville, Maryland 20857
(301) 443-4337*

NATIONAL INSTITUTE OF MENTAL HEALTH:
DIVISION OF SPECIAL MENTAL HEALTH PROGRAMS--
CENTER FOR STUDIES OF METROPOLITAN PROBLEMS

Appropriate for at least Category 4

The Center for Studies of Metropolitan Problems offers grants to support research focusing upon mental health factors associated with contemporary individual, family, and community life. Research program areas include: (1) urban institutions, social structure, and behavior; (2) work and mental health; (3) the social meaning of ownership; (4) new town planning and development; (5) emergent social forms; and (6) social policies. Projects utilizing the perspectives of psychology, political science, public administration, city planning, social psychology, urban anthropology, and urban sociology are encouraged by the program. Almost all of the grants awarded by the Center are unsolicited. Prior to the submission of a formal application, prospective grantees are encouraged to provide a two- to four-page concept paper to the Center for review, including a statement of the problem to be investigated, the potential impact of the project, and the methods to be employed. There are three deadlines per year for formal applications. Researchers should not anticipate funding until one year after submission.

*Contact: Center for Studies of Metropolitan Problems
Division of Special Mental Health Programs
National Institute of Mental Health
Alcohol, Drug Abuse, and Mental Health Administration
5600 Fishers Lane
Rockville, Maryland 20857
(301) 443-3373*

NATIONAL SCIENCE FOUNDATION:
DIRECTORATE FOR APPLIED SCIENCE AND RESEARCH APPLICATIONS--
DIVISION OF APPLIED RESEARCH--
APPLIED SOCIAL AND BEHAVIORAL SCIENCES SECTION

Appropriate for Categories 1,2,3,4,6

The Division of Applied Research provides support for projects which focus upon an improved scientific understanding of technical, social, economic, and policy problems, as well as ones which increase the rate of technological innovation growing out of significant discoveries in science and engineering. Two research areas within the Applied Social and Behavioral Sciences Section are particularly appropriate to the concerns of organizational communication scholars.

Individual and Group Processes: Projects are supported which identify and stimulate the development of new technologies emanating from discoveries in the behavioral sciences. These activities often involve multidisciplinary research teams engaging in applications ranging from new technologies for sensory deprived individuals to new communication devices for industrial implementation.

Unsolicited proposals may be submitted to the program at any time; projects should first, however, be submitted in preliminary form for discussion. A minimum of eight weeks should be allowed for review of a preliminary proposal and at least seven months for review and evaluation of a formal proposal. From time to time, program announcements, program solicitations, and requests for proposals are issued in targeted areas.

*Contact: Applied Social and Behavioral Sciences Section
 Division of Applied Research
 Directorate for Applied Science
 and Research Applications
 National Science Foundation
 1800 G Street, N.W.
 Washington, D.C. 20550
 (202) 634-6260*

NATIONAL SCIENCE FOUNDATION:
DIRECTORATE FOR BIOLOGICAL, BEHAVIORAL, AND SOCIAL SCIENCES--
DIVISION OF BEHAVIORAL AND NEURAL SCIENCES

Appropriate for at least Category 1

The Division of Behavioral and Neural Sciences provides grant support for basic research projects emanating from a number of areas of study, three of which are appropriate to the concerns of organizational communication scholars.

Memory and Cognitive Processes Program: Projects are supported which involve the generation and utilization of effective methodologies in the study of memory, thinking, reading, and problem-solving.

Sensory Physiology and Perception Program: Projects are supported which examine sensory-perceptual systems, including various energy transduction mechanisms, neural coding and transmission, information extraction, and perceptual behaviors.

Social and Developmental Psychology Program: Projects are supported which focus upon individual behavior as it is affected by the actual or implied presence of others, as well as personality on social behavior changes which occur throughout a life span, examined within either a laboratory or field setting.

There are three deadlines per year for these programs.

*Contact: Division of Behavioral and Neural Sciences
Directorate for Biological, Behavioral,
and Social Sciences
National Science Foundation
1800 G Street, N.W.
Washington, D.C. 20550
(202) 634-4230*

NATIONAL SCIENCE FOUNDATION:

DIRECTORATE FOR BIOLOGICAL, BEHAVIORAL, AND SOCIAL SCIENCES

DIVISION OF SOCIAL SCIENCES

Appropriate for Categories 1, 2, 3, 4, 7, 8

The Division of Social Sciences provides grant support for basic research generated from a number of social science perspectives, one of which is relevant to the concerns of organizational communication research.

Sociology Program: Projects are supported which deal with the growth of complex organizations, collective decision making, social movements, interaction networks, the changing differentiation of roles and statuses in human groups, and how these influence and are influenced by group performance, resource allocation, and the distribution of rewards; size, distribution, and composition of the population and how such demographic variables affect and are affected by social organization features; residential integration variables; impact of organizational networks upon community decisions; societal change models.

There are three deadlines per year for this program.

*Contact: Division of Social Sciences
Directorate for Biological, Behavioral,
and Social Sciences
National Science Foundation
1800 G Street, N.W.
Washington, D.C. 20550
(202) 632-4286*

NATIONAL SCIENCE FOUNDATION:
DIRECTORATE FOR SCIENTIFIC, TECHNOLOGICAL AND INTERNATIONAL AFFAIRS
DIVISION OF POLICY RESEARCH AND ANALYSIS

Appropriate for at least Category 4

The objective of the Division of Policy Research and Analysis emanate from the science and technology interests and needs of the National Science Foundation, the Executive Office of the President, and the Congress. Among these objectives are--developing an improved knowledge base for policy analysis, compiling available data relating to specific policy issues, assisting in assessing policy decisions, and enhancing policy research and analysis capability in the scientific community. One of the four research areas, Innovation processes and their management, targeted by the Division for support is particularly appropriate to the concerns of organizational communication scholars.

Innovation Processes and Their Management: Projects are supported which identify leverage points in technological innovation processes. Among the topics which might be supported would be--(1) decision making in the private sector leading to innovation; (2) decision making in state and local government leading to innovation; (3) institutional linkages and roles in innovation processes; (4) comparative studies of the effect of policies upon innovation processes across industrial countries; (5) role of small firms and entrepreneurs in technological innovation; and (6) process of transferring technology to developing countries.

The program has quarterly deadlines. An applicant should allow four to six months for review of a proposal.

*Contact: Division of Policy Research and Analysis
 Directorate for Scientific, Technological,
 and International Affairs
 National Science Foundation
 1800 G Street, N.W.
 Washington, D.C. 20550
 (202) 632-5990*

NAVY: OFFICE OF NAVAL RESEARCH--PSYCHOLOGICAL SCIENCES DIVISION

Appropriate for Categories 1, 3, 4, 5, 6

The Office of Naval Research, established in 1946, coordinates a program of scientific research necessary to the planning, development, and support of the Navy and Marine Corps. The Psychological Sciences Division operates mainly through contracts with universities. Through a mixture of basic and applied research programs, the Division attempts to provide channels for scientific information exchange between the civilian and military communities, keeping both abreast of recent developments in the other. Contracts are normally awarded in response to unsolicited proposals. Each application is evaluated on the basis of its relevance to the Navy, the competence of the researcher involved, the scientific merit of the project, and the facilities available for its execution.

Personnel and Training Research Programs: Among the concerns of these programs are theory-based personnel assessment (including the discovery of improved personnel decision-making technology), individual differences in information processing capabilities, psychological foundations of computer-based instruction, cognitive processes as they relate to task performance, and job demands, specifically in terms of job satisfaction, motivation, and organizational climate.

Manpower R&D Programs: Among the concerns of these programs are factors relating to personnel recruiting, attrition, and manpower management.

Organizational Effectiveness Research Programs: Among the concerns of these programs are leadership and management styles, organizational adaptation (including correlational analysis of individual, group, and organizational variables related to productivity and morale, as well as efforts to enhance work performance through experimental variation of organizational conditions), intergroup relations, and personnel turnover.

Engineering Psychology Programs: Among the concerns of these programs are information processing and individual decision making, specifically in terms of how people assimilate information, assess various situations, and choose courses of action under uncertainty and risk.

*Contact: Office of Naval Research
Department of the Navy
Arlington, Virginia 22217
(703) 696-4425*

OFFICE OF PERSONNEL MANAGEMENT: INTERGOVERNMENTAL PERSONNEL ACT GRANTS PROGRAM

Appropriate for at least Category 5

Administered through each state in the country slightly differently, the purpose of the Intergovernmental Personnel Act Grants Program (IPA) is to improve the delivery of public services by strengthening personnel management systems and developing personnel resources.

Among the approaches which the program supports are training activities, projects designed to enhance the effective utilization of personnel or increase organizational effectiveness, and activities aimed at improving personnel management techniques in the public sector.

*Contact: State Intergovernmental
Personnel Act Program Office*

There are a number of strategies that can be recommended to the organizational communication scholar embarking upon the development of a project for which grant funds will be sought. First, a good proposal writer adopts the role of a marketing professional, he finds out what his potential customers want. He does not simply submit the same

proposal to ten different agencies, he defines his project according to the priorities of the funding source; any project can be viewed from a number of different angles. Second, funding agencies seek short-term investments with long-range potential; they seek out those projects which offer exportability and cost-effectiveness, especially when this is augmented by matching monies, an important potential indicator of institutional or community support. Third, granting sources prefer innovative approaches. Fourth, "consortia" projects and ones developed out of community input are very attractive to funding agencies. Fifth, and perhaps most important, granting sources seek out those projects which are designed to solve pressing problems; they see grants as investments in an improved future.

In terms of the preparation of the proposal document itself, there are several general principles to follow. Throughout the development of a grant proposal, the writer should put himself in the place of the agency evaluator; he should attempt to constantly anticipate the questions that the evaluator will have. The proposal document should contain adequate justification, clear and concise statements, and must demonstrate that the project is not only feasible, but that the individuals and the organization associated with it are the best qualified to undertake it. The researcher should adhere strictly to the program guidelines supplied by the agency in the preparation of the proposal; these guidelines will in some way be tied to the evaluative criteria employed in the review of the document. Each section of the proposal should appear to extend naturally from the previous one--goals and objectives from the problem statement; methods from the goals and objectives; and evaluation from the methods. The proposal should flow in the form of a chain of reasoning, logically progressing from one section to another.

The physical appearance of a proposal is important; its arrangement can assist or hinder the communication process for the reader. One should prepare a proposal so that an evaluator would notice it on a table stacked with numerous other submissions and find that getting information out of it was a good investment of time. Short sentences and paragraphs are preferable; interesting illustrations and analogies are advisable when appropriate. Indentations, bullets, and underlinings are a good idea for the text of the proposal, as a means to break up page after page of solid prose. The writer should accentuate the positive and avoid drawing attention to himself rather than the project. Generally speaking, it is advisable to write a proposal in the third person. It is often wise to have an outside party read a proposal prior to its submission for tone, clarity, content flow, and consistency. When appropriate, letters of support are a very important part of a proposal, the best ones being those which indicate a willingness to cooperate in the completion of the project.

Once the proposal is written, the researcher should ask the following questions in regard to the document: (1) has the purpose of the project been clearly stated; (2) does the proposal indicate the immediacy of the problem; (3) how adequately is the need for the solution of the problem documented; (4) are the beneficiaries of the project clearly identified; (5) does the assessment of need involve those individuals who will be directly and indirectly affected by the project; (6) does the project fit into agency priorities and program guidelines; (7) are realistic, measurable objectives contained within the proposal which are relevant to the problem to be addressed by the project; (8) has the best approach to solving the problem been determined by examining possible alternatives; (9)

is the schedule of significant project events adequately explicated and detailed; (10) are the methods to be used shown to be cost-effective; (11) does the project design respond appropriately to the needs of the target population; (12) does the project design appear to have high impact potential; (13) do the methods clearly relate to each of the stated objectives in the proposal; (14) is the project design so stated that it is conducive to easy replication; (15) does the proposal indicate how the project will continue after the grant runs out; (16) do the evaluation criteria for the project appear sound; (17) is the evaluation component tied to the measurable for the project, allowing for built-in accountability factors; (18) if the project has potential exportability, is this adequately detailed in the proposal; (19) does the proposal suggest that the organization and the personnel submitting it are the most logical to conduct the project; (20) is the budget realistic and adequately detailed; (21) does the proposal stick to the point and not contain extraneous information; and (22) does the proposal read clearly, directly, and logically.

Finally, an organizational communication researcher needs to set up a "grants readiness system," through the development of an informational network (means to find out about available programs and shifting agency priorities), a credibility strategy (means to build a track record), and an advocacy network (means for third party to push particular projects). Talking to individuals who have succeeded in the grants arena and getting on agency review panels are good ideas. Persistence is key in seeking grants, as are flexibility and negotiability, both programmatically and fiscally. Developing a long-range funding plan, establishing long-term relationships with funding sources, is of prime importance, since

agencies tend to fund individuals and organizations, not projects. Personal contact may be the most important factor in grants success.

The organizational communication researcher may find that going after grants is a difficult and time-consuming task, with a high probability of rejection. The benefits, however, would seem to outweigh the negative factors. First, grant monies may lead to the betterment of a project. Second, these funds may provide operating capital to departments, in the form of support for travel, student assistance, and equipment, and overhead to the university, allowing for institutional mini-grant programs and seed monies. Third, grant monies provide the scholar an opportunity to conduct research otherwise unfeasible, due to financial constraints. Fourth, these funds may give visibility to the field of organizational communication, perhaps, at some point leading to more grant programs directed specifically at the concerns of its researchers.